MUNICIPAL AND COMMUNITY AFFAIRS

1. OVERVIEW

MISSION

The Minister and the Department are responsible for the development and maintenance of community governments, responsive and responsible to residents, with sufficient legal authority and resources to carry out community responsibilities, to provide program and services essential to good community life and to deal effectively with other governments and organizations.

GOALS

- Strong communities through effective local governance.
- Sound financial management - financial policies, programs and partnerships that provide community governments with sufficient funding and authority to deliver quality public services.
- A dynamic policy framework - legislation, policies and procedures responsive to the changing needs of community governments and stakeholders.
- Effective communication - a comprehensive framework that guides communication within MACA and between government departments and stakeholders.
- Effective infrastructure management - community capacity to effectively respond to increased responsibility for infrastructure development and maintenance.
- Responsive land administration - land administration that is responsive to the diverse needs, responsibilities and priorities of communities and the public.
- Increased public safety - quality public programs and services to educate and improve the safety of NWT residents.
- Environmentally sustainable communities - promote and encourage the use of best practices related to energy conservation and climate change adaptation.
- Confident and capable community governments - knowledgeable and skilled community government staff.
- Vibrant and healthy communities - partner with a broad base of stakeholders to encourage healthy lifestyle choices with a focus on physical activity, youth and volunteer initiatives.

PROPOSED BUDGET ($000)

Total Operating Expenses	$93,334
Compensation & Benefits	$13,859
Grants & Contributions	$71,361
Other O&M	$7,942
Amortization	$172
Infrastructure Investment	$28,002

PROPOSED POSITIONS

Headquarters (HQ)	64 positions
Regional/Other Communities	52 positions

KEY ACTIVITIES

- Directorate
- Public Safety
- Community Operations
- School of Community Government
- Lands Administration
- Sport, Recreation, and Youth
- Regional Operations

STRATEGIC ACTIONS

The following actions have been implemented or completed in support of the government's strategic initiatives:

Managing This Land

- Continue to Develop Governance
  - Land Administration Program Delivery
  - Land Administration Survey Program

- Protect Territorial Water
  - Water Supply System – Water Treatment Training

- Mitigate and Adapt to Climate Change Impacts
  - Support for Community Energy Plans

Maximizing Opportunities

- Maximize Benefits from Resource Development
  - MGP Strategic Investment – Permits, Coordination and Regional Support
  - Promote the NWT at the 2010 Olympics

- Strengthening Service Delivery
  - Integrated Community Sustainability Plans

Building Our Future

- Expand Programming for Children and Youth
  - Youth Programs
  - Youth Ambassadors Program
  - Youth Centres
  - Regional Youth Sports Events
  - Regional Youth Officers
  - Multi-Sport Games

- Encourage Healthy Choices and Address Addictions
  - Healthy Choices Framework - Physical Activity Programs
  - Recreational Leadership Program

- Enhance Support for the Voluntary Sector
  - Supporting Volunteerism

- Increase Safety and Security
  - Enhancing Emergency Services – Ground Ambulance and Highway Rescue
  - Enhancing Emergency Services – Fire and Emergency Training

Refocusing Government

- Improve Human Resource Management in the NWT
  - Improve Community Capacity

2. EMERGING ISSUES

Community governments are MACA's key partners. MACA works to support community governments in the delivery of their core municipal programs and services, and the broad mandate of MACA reflects the diversity of programming at the community government level. As community governments strive to deliver quality programs and services, they are balancing diverse demands and interests in the following broad areas:

- Political pressures on elected leaders to develop their capacity in order to lead effectively, manage limited resources, hire competent administrators and make significant decisions on issues with long term implications.

- Administrative pressures facing community governments as they struggle to recruit and retain a skilled workforce in a competitive economy as well as ensuring access to more technical and professional resources and skills.

- Financial pressures as community governments strive to balance the diverse interests of residents with a finite level of funding. As well, there are increasingly complex and demanding requirements for accounting and financial management.

- Complex regulatory demands that administrators need to respond to, including compliance with federal water and waste water guidelines, proposed resource development requirements, land use development pressures and environmental assessments. Public safety priorities for fire and emergency protection are also key.

- Expectations that community governments will actively strengthen community fabric by addressing youth issues and the public expectations for recreation, volunteer and community wellness programs.

- Environmental factors, such as climate change, require proactive and innovative thinking, given the current and future impacts on community public infrastructure.

- Increasingly sophisticated technical requirements such as project and asset management that require specialized skill sets to effectively design, plan and maintain community public infrastructure required to deliver programs and services.

- Economic pressures continue to impact communities in many different ways. Communities will face pressures resulting from the recent international economic downturn; while this may not have had an immediate impact yet, it is something that community governments will need to plan and prepare for.

3. 2011-12 PLANNING INFORMATION

The detailed description of planned activities for the Department includes the following sections:

a) **Fiscal Position and Budget** provides information on the Department's operation expenses and revenues.

b) **Key Activities** describes the Department's major programs and services, including strategic activities, as well as results to date and measures.

c) **Infrastructure Investments** gives an overview of the Department's infrastructure investments to date and activities planned for 2011-12.

d) **Legislative Initiatives** provides a summary of the Department's legislative initiatives during the 16th Legislative Assembly as well as initiatives planned for 2011-12.

e) **Human Resources** include overall statistics and position reconciliation, information on capacity building activities as well as departmental training and development.

f) **Information Systems and Management** describes department-specific information and management systems as well as major initiatives planned for 2011-12.

a) Fiscal Position and Budget

DEPARTMENTAL SUMMARY

	Proposed Main Estimates 2011-12	Main Estimates 2010-11	Revised Estimates 2009-10	Actuals 2008-09
	($000)	($000)	($000)	($000)
OPERATIONS EXPENSE				
Directorate	4,336	4,244	4,132	4,322
Public Safety	1,527	1,112	952	979
Community Operations	2,683	2,854	2,711	3,430
School Of Community Government	3,132	2,950	2,912	1,430
Lands Administration	3,433	2,568	2,530	3,204
Sport Recreation and Youth	5,809	5,617	5,523	2,867
Regional Operations	72,414	71,943	67,685	65,977
TOTAL OPERATIONS EXPENSE	**93,334**	**91,288**	**86,445**	**82,209**
REVENUES	**1,106**	**13,483**	**27,581**	**8,930**

OPERATION EXPENSE SUMMARY

	Main Estimates 2010-11	Proposed Adjustments: Forced Growth	Proposed Adjustments: Strategic Initiatives	Proposed Adjustments: Sunsets and Other Adjustments	Proposed Adjustments: Internal Reallocations	Proposed Budget 2011-12
	($000)	($000)	($000)	($000)	($000)	($000)
Directorate						
Departmental Management	752	16	0	0	0	768
Other Grants & Contributions	558	0	0	0	0	558
Regional Management	356	10	0	0	0	366
Corporate Affairs	451	13	0	0	0	464
Policy and Planning	605	17	0	0	0	622
Financial Services	660	17	0	0	0	677
Information Systems	862	19	0	0	0	881
Total Activity	**4,244**	**92**	**0**	**0**	**0**	**4,336**
Public Safety						
Program Management	248	6	40	0	0	294
Community Government Grants & Contributions	200	0	0	0	0	200
Office of the Fire Marshal	427	12	147	0	0	586
Emergency Management	101	3	113	0	0	217
Consumer Affairs	136	94	0	0	0	230
Total Public Safety	**1,112**	**115**	**300**	**0**	**0**	**1,527**
Community Operations						
Program Management	333	9	0	0	0	342
Community Financial Services	716	16	0	0	0	732
Financial Policy	472	12	0	-238	0	246
Community Governance	256	8	0	0	0	264
Infrastructure Planning and Support	877	22	0	0	0	899
Community Government Grants & Contributions	200	0	0	0	0	200
Total Community Operations	**2,854**	**67**	**0**	**(238)**	**0**	**2,683**

	Main Estimates 2010-11	Proposed Adjustments: Forced Growth	Proposed Adjustments: Strategic Initiatives	Proposed Adjustments: Sunsets and Other Adjustments	Proposed Adjustments: Internal Reallocations	Proposed Budget 2011-12
	($000)	($000)	($000)	($000)	($000)	($000)
School of Community Government						
Program Management	811	10	0	0	0	821
Training Programs	1,379	22	150	0	0	1,551
Grants and Contributions	760	0	0	0	0	760
Total School of Community Government	**2,950**	**32**	**150**	**0**	**0**	**3,132**
Lands Administration						
Program Management	758	22	0	0	0	780
Property Assessment	1,027	392	0	0	0	1,419
Lands Programs	783	16	435	0	0	1,234
Total Lands Administration	**2,568**	**430**	**435**	**0**	**0**	**3,433**
Sport Recreation and Youth						
Program Management	357	7	0	0	0	364
Sport & Recreation	605	8	0	0	0	613
Youth	1,058	23	150	0	0	1,231
Volunteer	232	4	0	0	0	236
Other Grants & Contributions	3,365	0	0	0	0	3,365
Total Sport Recreation and Youth	**5,617**	**42**	**150**	**0**	**0**	**5,809**
Regional Operations						
Program Management	2,211	64	0	0	0	2,275
Community Government Grants & Contributions	64,773	300	0	0	0	[1]65,073
Other Grants & Contributions	1,205	0	0	0	0	1,205
Regional Delivery Services	3,582	107	0	0	0	3,689
Amortization	172	0	0	0	0	172
Total Regional Operations	**71,943**	**471**	**0**	**0**	**0**	**72,414**
TOTAL DEPARTMENT	**91,288**	**1,249**	**1,035**	**(238)**	**0**	**93,334**

[1] MACA initiated a review of the Operations and Maintenance Funding model in 2010-11 to verify its adequacy in providing support to community governments, which may result in changes to community government funding in 2011-12.

REVENUE SUMMARY

	Proposed Main Estimates 2011-12	Main Estimates 2010-11	Revised Estimates 2009-10	Actuals 2008-2009
	($000)	($000)	($000)	($000)
GRANT FROM CANADA	0	0	0	0
TRANSFER PAYMENTS	0	0	0	0
TAXATION REVENUE	0	0	0	0
GENERAL REVENUES				
Lottery Licences	75	75	75	43
Business Licences	30	30	30	17
Land Document Fees	10	10	10	44
Quarry Fees	20	20	20	68
Real Estate Agents	5	5	5	2
Vendor/Direct Seller Licences	5	5	5	13
Plan Review Fees	31	31	31	2
Registration Fees	75	75	75	54
Interest	0	0	0	5
Other	0	0	0	33
TOTAL	251	251	251	281
OTHER RECOVERIES				
Land Leases	700	700	700	1014
Joint Emergency Preparedness	90	155	155	135
TOTAL	790	855	855	1,149
CAPITAL				
Deferred Capital Contributions	0	0	0	912
Municipal Rural Infrastructure Fund-Capacity Building and Administration	0	0	96	967
Municipal Rural Infrastructure Fund-Tax Based Communities	0	0	74	4425
Building Canada Fund	0	12,377	26,305	1,196
TOTAL	0	12,377	26,475	7,500
REVENUES	**1,041**	**13,483**	**27,581**	**8,930**

b) Key Activities

KEY ACTIVITY 1: DIRECTORATE

Description

Departmental management coordinates the development and the implementation of the Department's strategies with the senior management team and links the Department's activity to the goals of the GNWT. Regional Management oversees operations in the regional offices, which are responsible for implementation of MACA programs and services. The Directorate also coordinates support for community governments in preparing to maximize benefits and minimize negative impacts from resource development including the Mackenzie Gas Project (MGP).

Through its Corporate Affairs division, the Department coordinates planning, communication, reporting and inter-jurisdictional activities, provides expert financial, policy and information systems advice and manages other administrative services.

Major Program and Services 2011-12

Overall

MACA will continue to coordinate several legislative initiatives and anticipates advancing bills in 2011-12 for review by the Legislative Assembly. These include the *Local Authorities Elections Act* and the *Community Development and Planning Act.*

MACA will continue efforts to ensure the interests of community governments are addressed relative to resource development and the MGP.

The Department continues its analysis of potential amendments to the *Senior Citizens and Disabled Persons Property Tax Relief Act* to address concerns that have been raised regarding the application process and eligibility requirements.

In 2010-11, MACA commenced development of an Accountability Framework to clearly establish and articulate how the Department supports and monitors community government operations and to provide community governments with consolidated information on what their accountabilities and reporting requirements are. In 2011-12, MACA will implement the Framework.

The Directorate will continue to coordinate the overall capacity building strategies and implementation throughout the Department in order to assist community governments to effectively respond to their expanded authorities and responsibilities

The Department will continue implementation of its five-year strategic plan to improve linkages between departmental activities and GNWT objectives.

MACA will overhaul its external website to provide stakeholders with timely relevant information.

Strategic Initiatives

MAXIMIZING OPPORTUNITIES - Action: Maximize Benefits from Resource Development

Description

Mackenzie Gas Project (MGP) Strategic Investments – Permits, Coordination, and Regional Support

MACA assists community governments with preparing and implementing strategies to maximize benefits and minimize or mitigate negative impacts from resource development and address pressures on community government programs and services associated with impacts of the proposed MGP.

Activity to Date

In 2005-06, MACA provided over $1.2 million to communities to prepare for hearings, negotiate with MGP proponents and undertake planning for the project. Four term employees were funded to assist with this work (positions sunsetted in 2007-08). In 2006-07, $125,000 was made available for community governments to undertake pipeline related research and planning.

In 2008-09 and 2009-10, MACA continued efforts to ensure community and departmental issues related to resource development activities were represented and advanced at interdepartmental, intergovernmental and resource developer working groups and forums.

MACA received three year funding in 2009-2010 to ensure the interests of community governments are addressed and the GNWT's regulatory obligations are met:

- Office of the Fire Marshal Plan Review Officer position to review MGP's fuel storage and building plans for National Fire Code and National Building Code compliance;
- Regulatory Specialist position (Lands Administration division) to undertake administrative work related to the reviewing and processing of applications; and
- Resource Development Impact Coordinator position (Directorate) to continue managing and coordinating pipeline readiness activities within the Department, with other departments and governments and with community governments.

With the delay in the release of the Joint Review Panel's report (December 2009) and the subsequent delay in the completion of the National Energy Board (NEB) hearings (April 2010) MACA has, as of July 2010, only staffed the Coordinator position. Information on the status of the project including the issuance of the NEB's Certificate of Public Convenience and Necessity (September 2010) and the completion of the proponents' fiscal arrangements with the Government of Canada will dictate the timeframe for staffing the other two positions.

Planned Activities: 2011-12 and Future Years

Planned activities under this initiative are tied to certain milestones associated with the MGP. A change in the schedule could have impacts of timing and requirements for planned activities. In the event the project proceeds, MACA will have a need for funding to support the term positions to the end of 2012-13.

Municipal and Community Affairs

To ensure community governments are able to benefit from the opportunities and to help them prepare for the impacts of the MGP, MACA will focus on supporting community governments as the MGP progresses from the environmental assessment stage to the regulatory and construction phases.

Four Year Business Plan Update

Results to Date

The Department developed a five-year strategic plan (2010-2015) to improve linkages between departmental activities and GNWT objectives. The focus of the Strategic Plan will now shift to its implementation.

KEY ACTIVITY 2: PUBLIC SAFETY

Description

Through its Public Safety division, MACA coordinates operations relating to fire safety, territorial and community emergency management and planning (including search and rescue planning and preparation) and consumer affairs (including business licensing, lotteries and real estate).

Major Program and Service Initiatives 2011-12

Overall

The Department will develop and implement community-based emergency management training along with practical tabletop exercises to ensure key personnel and organizations have the skills and knowledge to respond to an emergency at the community level.

MACA will continue to assist local fire departments to meet the fire prevention and fire response demands in their communities.

The Department continues to establish licensing standards and responds to the needs of consumers. Work has commenced to enact a new statute to establish rules concerning revolving credit, pay day lending that will replace provisions in the *Consumer Protection Act*.

The Department will provide programs and assistance to individuals, communities, and regional offices to prepare for, and to respond collectively to, large scale emergencies.

MACA will continue its role as the territorial coordinating agency for emergency response when intervention at the territorial or national level is needed. The Department, as Chair of the Territorial Emergency Response Committee (TERC), coordinates territorial initiatives and, in collaboration with other provinces and territories, works alongside the federal government to ensure the public safety of residents.

The Department has commenced a comprehensive review of the *Fire Prevention Act* to ensure it represents current standards and the NWT's fire safety environment. MACA anticipates advancing a legislative proposal at the beginning of the 17th Legislative Assembly.

Strategic Initiatives

BUILDING OUR FUTURE - Action: Increase Safety and Security

Description

Enhancing Emergency Services – Ground Ambulance and Highway Rescue

Community governments were experiencing pressures in delivering ground ambulance and/or highway rescue services. In response, the Government allocated funding on an interim basis to enable community governments to continue to deliver these services, pending the development of options related to a legislative and/or funding framework. The Government was to look at moving towards a

long-term approach to deal with the issues arising from the lack of a comprehensive, coordinated system of ground ambulance and highway rescue services in the NWT.

Activity to Date

A Ground Ambulance and Highway Rescue Committee, co-chaired by MACA and Health and Social Services, was established with representatives from communities with all-year road access and officials from the departments of Transportation and Finance. The Committee collaborated to assess the feasibility of developing a ground ambulance and highway rescue framework and to discuss the elements essential to the completion of a funding model for communities interested in ground ambulance and highway rescue, as well as a legislative proposal for a territorial ground ambulance statute.

Research regarding highway rescue services indicated that legislating highway rescue would greatly increase the risk and liability for the GNWT and municipal partners, making regulating highway rescue prohibitive. In addition, MACA is experiencing fewer and fewer applications for interim funding available to assist those community governments who are already providing highway rescue services.

Planned Activities: 2011-12 and Future Years

MACA, in collaboration with its partners, has determined that a legislative, funding and governance framework for either ground ambulance or highway rescue services is not feasible at this time, given capacity issues raised by community governments and the current GNWT fiscal situation. HSS will not be proceeding with separate ambulance legislation, and MACA intends to place increased priority on supporting and stabilizing basic emergency management and fire services for all community governments. Funding will remain available to provide to communities experiencing pressures in their delivery of ground ambulance and/or highway rescue services.

BUILDING OUR FUTURE - Action: Increase Safety and Security

Description

Enhancing Emergency Services – Community Government Fire Fighter and Emergency Management Training

Community fire departments are the first response to most emergency situations a community might face. Dedicated resources will improve emergency response capacity and develop expertise and resiliency within all communities. The Department will be providing training to address issues identified in Community Fire Department Needs Assessments undertaken by MACA. Follow-up training will then be delivered in a manner best suited to individual community needs. This will also include emergency management and coordinated response training.

Planned Activities: 2011-12 and Future Years

The Department will undertake a detailed fire department "needs analysis" for each community and assist communities in developing a multi-year customized training plan to increase fire department capacity. The objective of the training is to establish a defensive level capacity for each community fire department which enables a coordinated response to isolate fires and prevent them from spreading to other buildings.

Emergency management training will be delivered to community governments to establish the necessary skills within communities to effectively prepare for and respond to all types of emergencies that might threaten communities. Training will then be validated utilizing table-top exercises. Understanding the framework of emergency management, along with accepted common response protocols, greatly increases the effectiveness of an emergency response.

In the long-term, MACA will strive to develop resident instructors that will offer in-house training across the NWT.

The Department will initiate a thorough review of the *Civil Emergency Measures Act* and the *Disaster Assistance Policy* and the *Territorial Emergency Plan.*

MACA will continue to maintain an affiliation with an accredited fire training centre to deliver nationally recognized fire fighting training courses. A similar contractual arrangement will be sought to deliver nationally recognized emergency management training.

Four Year Business Plan Update

Results to Date

MACA established a new Public Safety Division in 2010-11 to better integrate and coordinate emergency management activities with other programs. MACA consolidated the Department's fire safety, consumer affairs and emergency planning and preparedness functions. Regional operations remain unchanged with Regional Fire Marshals providing support to community governments.

MACA developed a Community Emergency Plan template to assist community governments in considering the potential threats to their community, as well as the strategies and actions they can establish to prepare for and address these should they cause a state of local emergency.

MACA completed amendments to the *Fire Prevention Act* to officially adopt the standards, where they apply or relate directly to fire prevention and safety standards, of the 2005 National Building Code of Canada and the 2005 National Fire Code of Canada. MACA reviews plans to certify that the plan meets territorially accepted standards for fire prevention and safety; only those sections of the codes, relating directly to fire prevention and safety, are the responsibility of MACA.

MACA released the Community Fire Protection Handbook to assist fire officials in making decisions to implement and improve fire services in their community. The handbook contains fire prevention guidelines and practices as well as the relevant territorial legislation, regulations and National Fire and Building Codes. Amendments were made to the *Fire Prevention Plan Review Fees Regulations* to increase fees charged to developers for services provided by MACA for the review of development plans.

MACA and Health and Social Services worked collaboratively to research options with which to clarify service levels, responsibility for service delivery, and associated funding for a coordinated system of ground ambulance highway rescue services in the NWT.

Measures Reporting

Number of communities that have current and updated emergency plans.

- 8 communities with updated, current emergency plans
- 19 communities with emergency plans requiring updating
- 3 communities that current work on either drafting or updating their emergency plans
- 3 communities without emergency plans

MACA is commencing a training initiative to provide communities with a level of emergency management expertise to enable each community to develop emergency plans to meet their unique needs. The first step toward improving community emergency management capability is to coordinate community emergency management exercises with those being conducted by the Department of Transportation (DOT) at local airports. The follow-up reviews from these exercises will assist in determining an appropriate path forward for community first responders (including fire departments) and the next level of support at the community and regional levels.

Number of communities that have a completed community fire department capability assessment and needs analysis.

The Department is presently developing detailed performance measurements that will help establish a suitable capability assessment model.

KEY ACTIVITY 3: COMMUNITY OPERATIONS

Description

Through its Community Operations division, MACA coordinates many functions that support community governments. This includes financial advisory services, implementation of land claims and self government processes, governance and local authority elections issues, leveraging alternative sources of revenue, and technical advice and support regarding capital programs, works management and infrastructure.

Major Program and Service Initiatives 2011-12

Overall

The Division continues to provide support and advice to community governments to fulfill their responsibilities. This work involves the following initiatives:

- support communities with implementation of their responsibilities in the area of community infrastructure planning and operations, including capital planning and project financing, project management and contracting through the provision of tools, advice/assistance, sharing of best practices and information on private sector resources;
- provision of advice and assistance on budget development, reporting requirements and public accountability;
- implement federal infrastructure funding agreements related to the provision of community public infrastructure (Building Canada Plan, Canada-NWT Gas Tax Fund, Infrastructure Stimulus Fund, and the Municipal Rural Infrastructure Fund); and
- support community governments in the areas of bylaw and policy development, effective financial management and provision of tools and best practices enabling communities to effectively and efficiently operate within their expanded authorities and responsibilities.

To support implementation of future planned actions identified in MACA's 2010-2015 Strategic Plan, the Department will commence reporting on the following performance measures during the next business planning cycle:

- Number of community governments that have financial management bylaws or policies, procurement bylaws and investment bylaws;
- Number of community governments that are Public Sector Accounting Board compliant;
- Number of community governments that submit an annual operating budget and updated capital investment plan prior to the start of the next fiscal year;
- Number of communities that are infrastructure compliant with the Canadian Drinking Water Guidelines and *Public Health Act*; and
- Number of communities implementing their Integrated Community Sustainability Plans.

Strategic Initiatives

MANAGING THIS LAND - Action: Protect Territorial Water

Description

Protection of Public Water Supply – System, Upgrades, Training and Support

MACA, as part of the Inter-Departmental Drinking Water Management Committee, continues to participate in the coordination of management and administration of drinking water issues in the NWT.

Activity to Date

In 2003, the Committee released the draft Framework and Strategy for Managing Drinking Water in the NWT for public comment. The final document, *Managing Drinking Water Quality in the Northwest Territories: A Preventative Framework and Strategy* is the foundational document to focus initiatives to protect public water supply, and outlines guiding principles and best practices for safe drinking water management and the role of agencies involved in providing safe drinking water.

In 2009-10, MACA initiated the following activities to support capacity building for water treatment plant operations:

- Circuit Rider Training Program;
- development of study guides for the water certification courses;
- release of the *Household Water Tank Cleaning* video;
- release of the video *Life Source – Ensuring Safe Drinking Water in the NWT*
- installation of on-site bacteriological testing units;
- eight communities received funding for water licenses;
- water supply system upgrades/technical support; and
- development of a GNWT water website was initiated.

In 2010-11, MACA will continue with the following activities to support capacity building for water treatment plant operations:

- continued delivery of the Circuit Rider Training Program;
- continued support for water licenses;
- fully developed water website that provides a water quality database and operator information;
- water supply systems upgrades/technical support; and
- water and wastewater course development.

Planned Activities: 2011-12 and Future Years

The above activities will continue in 2011-12. In order to build on current initiatives and promote further partnership actions to ensure safe drinking water, the following priority areas have emerged that require multi-departmental attention through the Inter-Departmental Drinking Water Management Committee:

- source water protection;
- training and support for water treatment plant operations; and
- public education and engagement.

Specific activities for MACA will include:

- developing a hands on water treatment plant operator course for local certification;
- delivering water treatment plant operator certification;
- assisting in developing Emergency response plans for each individual drinking water system; and
- developing new materials to assist operators through MACA's website.

Four Year Business Plan Update

Results to Date

MACA established five pilot projects for capital project management. The following infrastructure pilot projects are now complete:

- Fort Liard community office complex, fire hall and garage project started in 2007-08;
- Fort Good Hope Solid Waste project started in 2007-08;
- Fort McPherson community office complex started in 2008-09;
- Fort Good Hope Office Complex started in 2009-10; and
- Dettah Office complex started in 2009-10.

MACA completed an update to the Debt Regulations and Authorized Lenders Regulations to offer additional borrowing options to communities. Assistance was provided to a number of communities to complete the borrowing process for infrastructure projects including the development and approval of borrowing bylaws.

A series of regional workshops were held on financial reporting which included information on compliance with the pending requirements for capital asset reporting as required by the Public Sector Accounting Board (PSAB). Under the Canada-Northwest Territories Gas Tax Agreement, the NWT agreed to ensure that all community governments were compliant with the new PSAB standards by March 2010. The Department is working with communities and piloting templates for updating their reporting in this area and a new financial reporting model was introduced to community governments.

The Department worked with the Settlement of Fort Resolution to obtain Hamlet status and the settlement of Colville Lake to make progress towards self-government by clarifying their desire to utilize an Aboriginal governance structure for community affairs.

MACA initiated a review of the Operations and Maintenance Funding model to verify its suitability and viability in providing support to community governments, which may result in changes to community government funding policies in 2010-11.

MACA recognizes and supports communities in adaptation to climate change. Through research and collaboration with the Northwest Territories Association of Communities, the Department strives to provide support and technical advice to communities on how to integrate climate change adaptation into their Integrated Community Sustainability Plans.

A new federal infrastructure agreement, the Building Canada Plan, was signed in February 2008, and implementation of this new funding agreement began in 2008-09. In 2009-10, Canada provided an opportunity to accelerate the balance of the funding (a total of approximately $45.5 million over a seven year period ending in 2013-14) within the 2009-10 and 2010-11 fiscal years. The Department played a key role in the implementation of this agreement, facilitating completion of community projects, and reporting to the federal Minister.

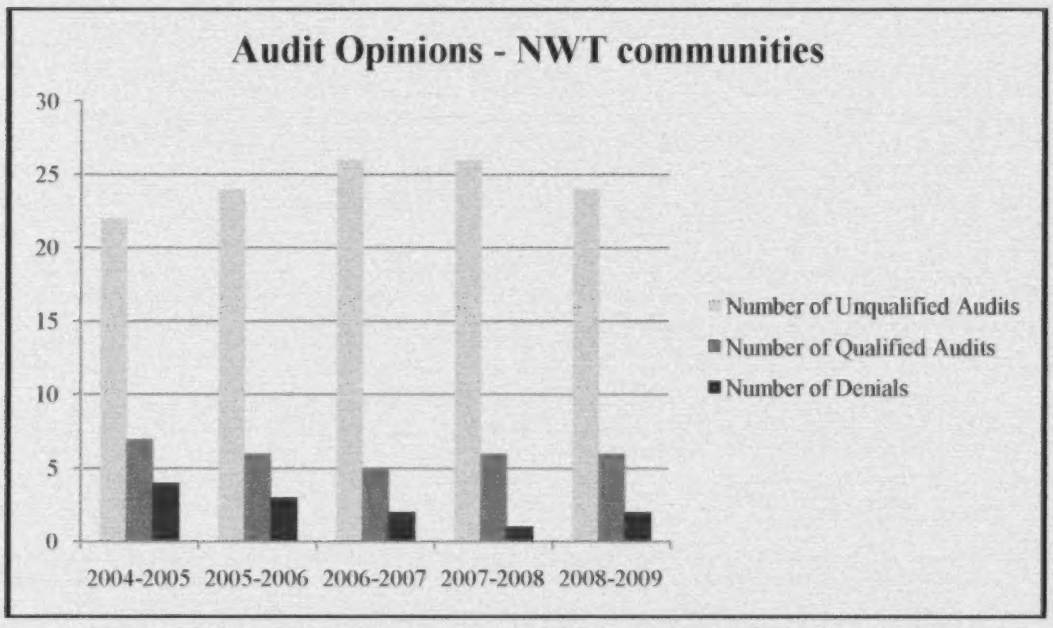
The Department continues to collaborate with Environment and Natural Resources, Health and Social Services and Public Works and Services on the Inter-Departmental Drinking Water Management Committee to coordinate the management and administration of drinking water issues.

Measures Reporting

Number of communities with unqualified/qualified/ denied audit opinions

A total of two communities requested extensions to the audit deadline for 2008-09 which is a 75 percent decrease from the eight communities identified in 2007-08. Of the 33 financial statements received from communities, 25 had unqualified audits, 4 had qualified opinions based on accounting deficiencies, 2 were qualified based on prior year documentation and 1 qualification was not related to MACA funding/programs. One First Nation community had a denial of opinion related to bookkeeping and internal contractual matters.

The following chart shows audit opinions since 2004 for all NWT communities.



Note: Since community government audits are due 120 days after fiscal year end and as a result 2009-2010 figures are not included in the above chart.

Number of elections without irregularities

A total of 23 regular municipal elections and five by-elections were held in 2009. None of the elections had significant irregularities resulting in legal action. Fort Resolution changed its status from a settlement, becoming a hamlet, and held its first election. A by-election for a single seat in Ulukhaktok was cancelled and two seats in Sachs Harbour were left vacant due to a lack of candidates for the four vacant seats at the regular election.

Number of communities with capital investment plans

In 2009-10, all 33 communities adopted their Integrated Community Sustainability Plan. One component of these plans is the Capital Investment Plan, which must be updated on an annual basis. Each year, all 33 communities update their Capital Investment Plan which provides the critical roadmap for future development of community public infrastructure. These Capital Investment Plans are completed using the Capital Planning Tool which provides the flexibility to review and update the plans on a regular basis, maximize the efficiencies of funding sources and enable MACA to provide guidance and support where necessary.

Number of communities with asset management plans

MACA initiated the development of a strategic framework around asset management and continued implementation of the framework during the 2010-11 fiscal year. In 2010-11 the Department will collect baseline data of current asset management practices in communities and begin sharing best practices for asset management through the provision of tools and sample asset management resources. This initiative will help community government focus effort on ensuring effective preventative maintenance practices.

KEY ACTIVITY 4: SCHOOL OF COMMUNITY GOVERNMENT

Description

Through the School of Community Government (SCG), MACA utilizes a multi-pronged territorial, regional and community-based approach to local governance capacity building through partnerships with other GNWT departments, federal departments, Aboriginal and territorial organizations, professional associations and educational institutions.

MACA provides training, development opportunities and resources to assist in building northern capacity in broad areas of community government responsibilities including governance, management, finance, infrastructure, fire protection, lands, recreation, airports, public safety, emergency management and community operations.

Major Program and Service Initiatives 2011-12

Overall

In partnership with the Northwest Territories Association of Communities, the Local Government Administrators of the NWT and the Department of Human Resources, MACA will continue to implement the Advancing Local Government Administrators Program, Mentorship Program, Community Self Assessment initiatives, and Good Governance workshops under the Public Service Capacity Initiative.

The Department will coordinate training and development opportunities and supports that reflect the priorities of community governments in areas of capital planning, infrastructure maintenance, asset management, capital planning, water and waste management, fire protection, governance and recreation leadership.

MACA will implement the redesigned Community Government Management Program, designed to provide certification to community staff in the area of management. Delivery will help key management staff build capacity and effectively respond to increased municipal government responsibilities.

The Department will continue to support community governments with the implementation of Integrated Community Sustainability Plans including human resource planning, energy planning, capital planning and the development of training plans.

Strategic Initiatives

REFOCUSING GOVERNMENT - Action: Improve Human Resource Management in the NWT

Description

Improve Community Capacity

MACA is participating with the Department of Human Resources, Local Government Administrators of the NWT and the Northwest Territories Association of Communities to design and implement collaborative actions that will help develop and retain staff in the territorial and community government public services.

Activity to Date

A Steering Committee for the Public Service Capacity for Local Government Initiatives, which includes representatives from the Department of Human Resources, MACA, the Local Government Administrators of the NWT and the Northwest Territories Association of Communities, is implementing strategies to support the recruitment and retention of key community government positions.

Programming includes:

- Advancing Local Government Administrators Program to support recruitment, retention and skill development of local government administrators;
- mentorship programs to support local government administrators;
- good governance training for community elected leaders;
- providing tools and assisting community governments with community self assessments;
- marketing and recruiting initiatives to attract young people to work in community government;
- support to the Local Government Administrators of the NWT to extend their capacity building initiatives;
- shared services opportunities between the GNWT and community governments including secondment and transfer opportunities; and
- opportunities for "pooling" of human resource related functions amongst communities.

Planned Activities: 2011-12 and Future Years

MACA will continue the delivery of programs and services to support the improvement of community capacity.

BUILDING OUR FUTURE - Action: Encourage Healthy Choices and Address Addictions

Description

Recreation Leadership Program

The Recreation Leadership Program transferred from the Department of Education, Culture and Employment's Aurora College to MACA's School of Community Government in 2009-10. The program is designed to provide recreation leaders in northern and aboriginal communities with practical and relevant skills and knowledge to effectively deliver recreation services. The applied learning model offered by MACA allows students to attain a prescribed level of competency or occupational certification through attending a series of three to ten day course modules and fieldwork.

Activity to Date

MACA assumed responsibility for the Recreation Leadership Program from Aurora College to provide applied learning. This resulted in a renewed Community Recreation Leaders Certificate Program. In 2009-10, four courses were delivered to a total of 55 community government participants. The first graduates are expected in 2011-12.

MACA received a designation for the occupation of Community Recreation Facility Operator from the Apprenticeship, Trades and Occupational Certification Board. Community staff that are engaged in this training are able to receive formal certification. In 2009-10, ten courses were delivered in facility operations to assist communities in building their skills to maintain and operate key community recreation infrastructure and to deliver programming that supports all community residents.

Planned Activities: 2011-12 and Future Years

MACA plans to continue the delivery of these programs, encouraging participation of community recreational leaders and facility maintainers in order to increase their competencies and the certification rate in their field.

MANAGING THIS LAND - Action: Mitigate and Adapt to Climate Change

Description

Energy Conservation and Efficiency

MACA, in collaboration with the Arctic Energy Alliance, has assisted community governments to complete community energy plans that were required under the Canada-NWT Gas Tax Agreement as part of an Integrated Community Sustainability Plan. Through supporting the completion of community energy plans, MACA has encouraged alternative energy initiatives, worked with communities on climate change adaptation and mitigation and focused on reducing energy costs for communities.

Activity to Date

MACA has been providing funding to the Arctic Energy Alliance for this initiative since 2006-07. As of March 31, 2010, all 33 communities have Council-approved energy plans. MACA will continue to work with community governments to implement community energy plans.

The Arctic Energy Alliance and MACA will continue to work with and support communities to implement the actions identified in their energy plans as well as seek financial and technical support for new and retrofitted capital projects. In 2010-11, MACA and the Arctic Energy Alliance are anticipating that assistance will be provided to approximately seven community governments with the implementation of their community energy plan.

Planned Activities: 2011-12 and Future Years

In 2011-12 and 2012-13, MACA, in collaboration with the Arctic Energy Alliance, will continue providing assistance to community governments with the implementation of their community energy plans.

REFOCUSING GOVERNMENT - Action: Strengthen Service Delivery

Description

Integrated Community Sustainability Plans

One condition of the Canada-NWT Gas Tax Agreement was that community governments must complete an Integrated Community Sustainability Plan by March 31, 2010,which include a strategic plan, capital investment plan, community energy plan and a human resources plan.

Activity to Date

MACA provided guidance and assistance to help ensure all communities completed an ICSP by March 31, 2010.

Planned Activities: 2011-12 and Future Years

From 2010-11 onward, the focus will shift from the development of the ICSP to the implementation stage. Working with the Arctic Energy Alliance and the Northwest Territories Association of Communities, the Department provides implementation support through its regional offices and headquarters. The Department will support communities with implementation of energy conservation and efficiency projects, staff recruitment and retention strategies, and the investment of capital for essential core infrastructure.

MACA is in the process of developing short and long-term plans to support community governments in the implementation of their ICSPs.

Four Year Business Plan Update

Results to Date

MACA completed administration of the Community Capacity Building Fund. This fund provided a total of $35 million to all communities in the NWT to support community capacity building initiatives identified as priorities by community governments.

The Department is implementing its redesigned management courses and continues to deliver a series of management and finance courses. In 2010-11 the Department will be delivering six courses to help build community management and finance capacity.

MACA completed a successful two-year Northern research project titled "Northern Governance and Capacity Building". Implementation of the identified recommendations continues, and will ensure delivery of relevant and practical courses for community government staff.

In partnership with the Canadian Emergency Management College, emergency management training was provided to key community leaders and volunteers, members of regional and territorial emergency response committees, and MACA public safety officials to assist in building northern capacity.

MACA participated with Indian and Northern Affairs Canada on an external review of the Department's management and finance programs. Results show that there is strong support for continued training by the Department, and respondents encouraged a collaborative partnership between the two organizations to help build capacity.

The Department partnered with the Department of Transportation and the Status of Women Council of the NWT to deliver airport maintainer training and heavy equipment operations training to women interested in trades.

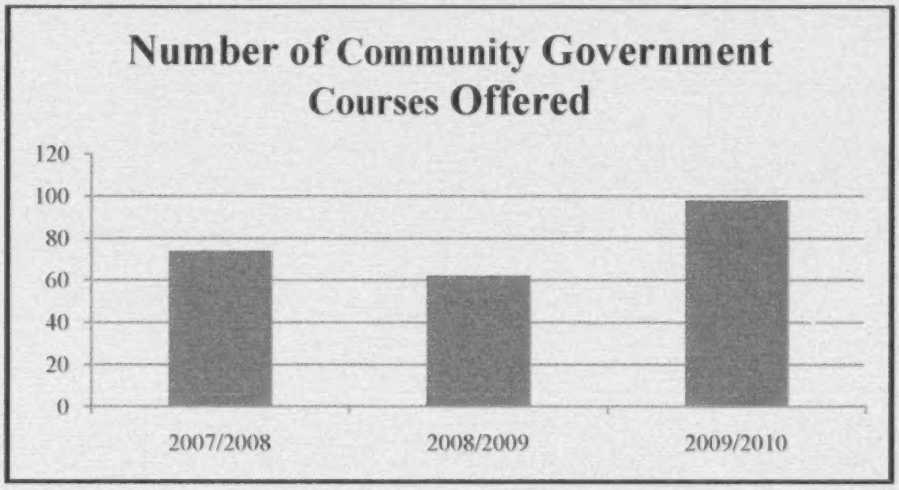
MACA developed a new Training Services Fund Policy to assist with the hiring of experienced and qualified community government employees to deliver department sponsored courses to community staff from across the NWT.

The Department worked with the Department of Human Resources, the Local Government Administrators of the NWT and the Northwest Territories Association of Communities on collaborative actions to increase public service capacity at the community government level. One major element of the capacity building initiative for community governments was the implementation of the Advancing Local Government Administrators Program (ALGAP) as a pilot project in 2009-10. In addition, a five module training series focusing on Good Governance was also implemented, in partnership with the NWTAC, which offers elected officials governance training in core areas of their responsibility.

Measures Reporting

Number and type of training programs delivered

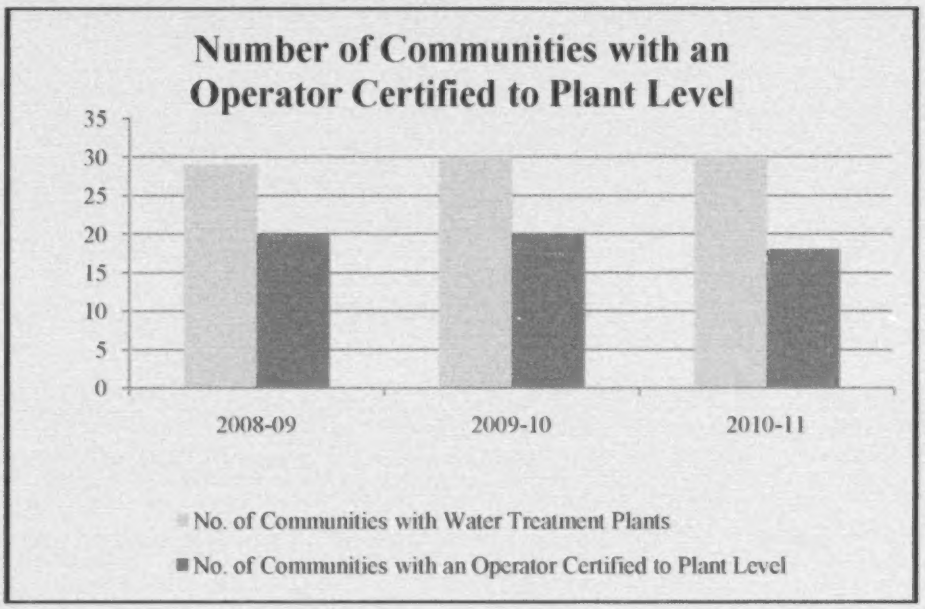
Recruitment, retention and capacity continue to pose a challenge to community governments. Through structured training, community government staff are better able to obtain the knowledge and skills necessary to perform critical functions. To help achieve this objective, 98 training events were hosted by MACA in 2009-10 in the priority areas of management, finance, lands, recreation, water and waste, community works, fire safety, and emergency management. This represents a 24 percent increase from 2007-08 and a 37 percent increase from 2008-09.



29 governance courses were delivered to elected officials in 2009-10. 91 percent of students were satisfied with the instruction, rating it good or higher.

Certification rates for Water Treatment Plant Operators

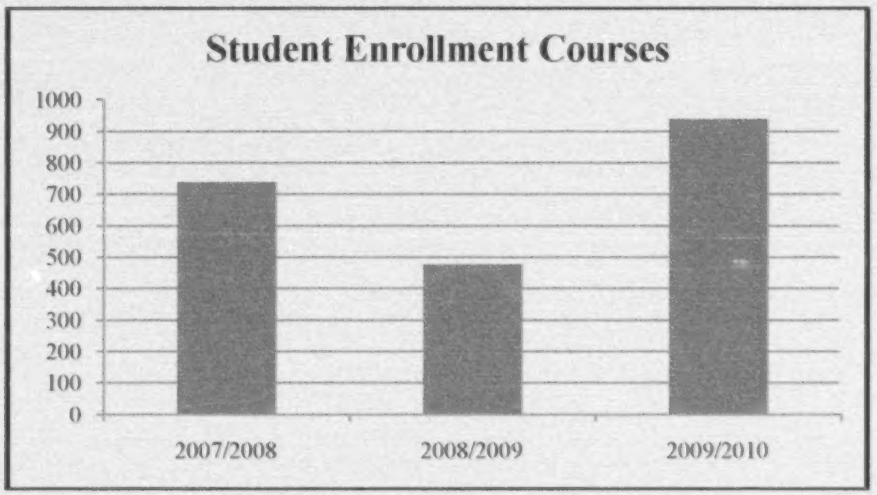
At present, 60 percent of community governments have certified operators at the appropriate classification level for their water treatment plants. MACA anticipates this volume will increase to 65-75 percent later in 2010-11.



54 community government staff have achieved certification in their occupational field. Of these, ten have been certified since 2009-10, which represents an increase of more than 10 percent.

Number of community government staff receiving training

939 community government participants from 32 communities attended MACA training courses in 2009-10. This represents a 21 percent increase from 2007-08 and a 49 percent increase from 2008-09.



Number of communities with Integrated Community Sustainability Plans

All 33 communities completed their Integrated Community Sustainability Plans by March 31, 2010. MACA and its partners (the Arctic Energy Alliance and the Northwest Territories Association of Communities) are now supporting communities with the implementation of these plans which include energy, capital, and human resources strategies.

KEY ACTIVITY 5: LANDS ADMINISTRATION

Description

Through its Land Administration division, MACA administers Commissioner's Land, provides advice and assistance to community governments on land use and community planning, performs property assessments, undertakes environmental planning and regulatory review and provides technical mapping and surveying services to community governments and the public.

Major Program and Service Initiatives 2011-12

Overall

MACA will continue to address longstanding land administration issues in order to demonstrate capacity and competence in managing lands and resources in anticipation of devolution.

In 2009-10, the Department indicated that a land use planning exercise with stakeholders would be initiated to resolve lease administration and land and environmental management issues in the Greater Yellowknife Watershed Development Area for application throughout the NWT. In lieu of this initiative, MACA will develop a territorial Recreational Leasing Policy Framework to resolve lease administration and land and environmental management issues associated with the use of Commissioner's Land for recreational purposes.

MACA will evaluate the effectiveness of the Interim Trespass Enforcement Strategy in conjunction with the development of the Recreational Leasing Policy Framework, and refine as appropriate.

The Department will continue to monitor and participate in the environmental assessment of the Giant Mine Remediation Project currently under review by the Mackenzie Valley Environmental Impact Review Board. In general, MACA will undertake ongoing policy and program development activities to deal with issues related to the environmental reclamation of contaminated mine sites on Commissioner's Land.

The Department will initiate a review of the legislative, regulatory, and policy framework currently in place governing the administration and management of Commissioner's Land.

MACA will encourage and support communities in the development of community plans and zoning bylaws that foster efficient community development.

MACA will continue updating aerial photography and mapping of NWT communities.

The Department will continue to lead an initiative to assist community governments to formalize ownership of Community Public Infrastructure (CPI) through securing land tenure. This will involve a large undertaking to legally survey the parcels of land where CPI is located and to transfer the land along with the assets to community governments through the Land Titles Office.

The Department will evaluate the process used to conduct the 2008 General Property Assessment in the General Taxation Area of the NWT. The evaluation will lead to the development of a new strategy for the phasing-in of the next cycle of General Assessments in the General Taxation Area and the Municipal Taxation Authority communities, resulting in an increase in revenue for the GNWT

and for communities. Discreet amendments to the *Property Assessment and Taxation Act* are required to make the property assessment process more functional.

The Department will continue to make a contribution to the overall development of a Land Use Framework for the NWT, as part of the 16th Legislative Assembly's *Managing This Land* strategic initiative.

MACA will undertake a large project to legally survey the built-up area of the Charter Community of Déline in readiness for the transfer of land ownership as proposed under the Déline Final Self-Government Agreement.

MACA will continue to provide advice and support to the Department of Aboriginal Affairs and Intergovernmental Relations on land-related issues at comprehensive land claim and self-government negotiations, including pre and post-implementation activities. This work will need to be balanced with the Division's requirement to protect land for future GNWT infrastructure, program delivery requirements and future community growth.

MACA will implement the amendment to the *Commissioner's Land Act* on November 1, 2010, that makes performance security mandatory for all leases of Commissioner's Land for commercial and industrial purposes.

The Department will undertake ongoing policy and program development activities to deal with issues related to the environmental reclamation of contaminated mine sites, and the requirement for performance security for leases of Commissioner's Land for commercial and industrial use.

To support implementation of future planned actions identified in MACA's 2010-2015 Strategic Plan, the Department will commence reporting on the number of General Taxation Area communities physically assessed during the next business planning cycle:

Strategic Initiatives

MANAGING THIS LAND - Action: Continue to Develop Governance

Description

Land Administration Survey Program

The following two land survey initiatives are in addition to MACA's on-going land survey program and will be aligned with current programs and services.

MACA must formalize the ownership of Community Public Infrastructure (CPI) and the parcels of land the CPI is situated on to municipal governments. Legal surveys are required before the land and the CPI can be legally transferred to formalize ownership. There are several hundred parcels of land that need to be surveyed and MACA's planning to date indicates that it will take three years to complete the survey program for the formalization of ownership of CPI.

MACA will also conduct legal surveys so Commissioner's Land in the community of Déline can be transferred as part of the implementation of the Déline Final Self-Government Agreement. The land must be surveyed prior to the implementation date so it can be transferred to the new public

government in Déline. Land within the built-up area of the community can be conveyed through the land titles system once it has been legally surveyed.

Activity to Date

The final work to plan for the legal surveys at Déline and those surveys required to transfer CPI to community government will take five to six months to complete. The planning work needs to be finalized prior to contracting for the actual legal survey services. Planning is being initiated during 2010-11 in preparation for the actual surveys which will start in 2011-12.

Planned Activities: 2011-12 and Future Years

It is anticipated the land surveys that are required to meet commitments contained in the draft Déline Final Self-Government Agreement will be completed in 2011-12.

MACA anticipates that it will take three years to complete the survey program for the formalization of ownership of CPI. Work will continue in 2011-12; it is anticipated that this initiative will conclude in 2013-14.

Four Year Business Plan Update

Results to Date

In 2007-08, the Department implemented the Interim Trespass Enforcement Strategy. The Department continues to work cooperatively through a partnership with the Akaitcho Dene First Nations to share information about trespass in its asserted territory and continues to educate the public about trespass on Commissioner's Land.

The Department worked closely on the pre-implementation activities associated with the land components of the Déline Final Self-Government Agreement, and will provide support for land identification and withdrawals actions on the Acho Dene Koe First Nation and Northwest Territories Métis Nation negotiation processes to the Department of Aboriginal Affairs and Intergovernmental Relations.

The Department completed aerial photography and Global Positioning System identification of trespassers in the Hay River and Fort Smith Block Land Transfer Areas, as well as updating aerial photography and mapping of six communities. Over 2009-10, the aerial photography program continued with work completed for the communities in the Dehcho Region.

MACA continues to support those communities that are willing and able to take on responsibility for the administration of public Commissioner's land within their community boundaries. MACA is working with the Town of Norman Wells, which will see the majority of the Commissioner's Land within the Town's boundary transferred to the administration and control of the Town.

MACA completed the General Assessment cycle in the Municipal Taxation Authority communities (Inuvik, Norman Wells, Fort Simpson, Hay River, and Fort Smith) and in the General Taxation Area over the period 2003 through 2009. The next General Assessment cycle is due to start in 2013.

MACA completed amendments to the Commissioner's Land Regulations concerning procedures for appeals of decisions on Commissioner's lands.

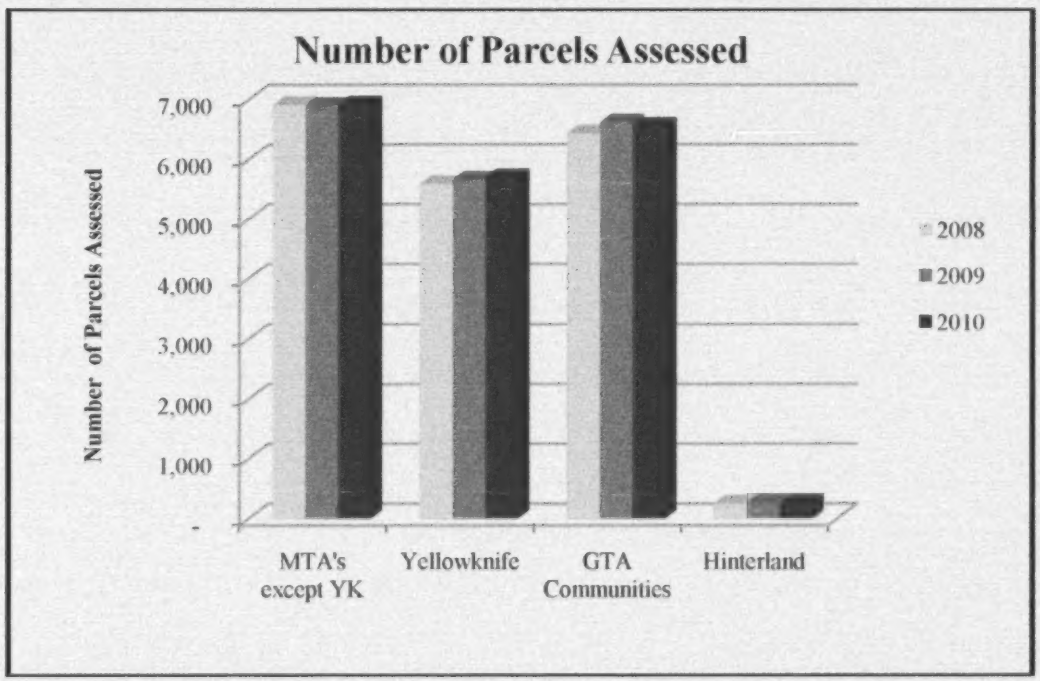
Bill 13, *An Act to Amend the Commissioner's Land Act*, was passed by the Legislative Assembly, which provides that the *Residential Tenancies Act* does not apply to Commissioner's land held under a lease, clarifies the legal requirements for initiating actions for trespass on Commissioner's land, limits the liability of the Commissioner as an occupier of Commissioner's land and includes other minor amendments.

Bill 5, *An Act to Amend the Commissioner's Land Act*, was passed by the Legislative Assembly making the requirement for performance securities mandatory for all commercial and industrial leases issued on Commissioner's Land.

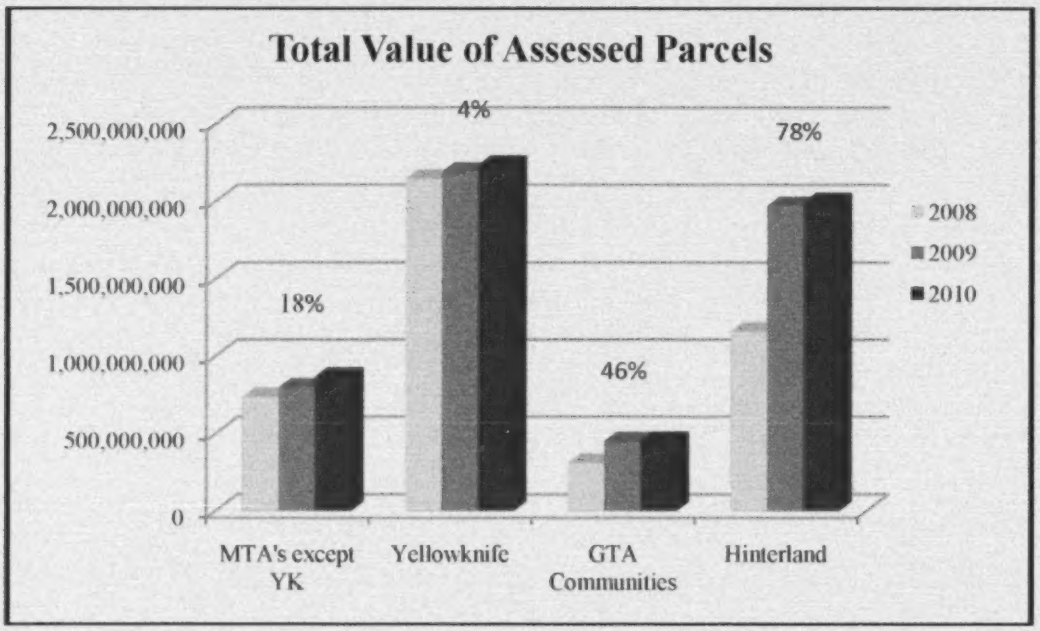
Measures Reporting

Percentage change in additions to property assessment rolls; value of assessment

The General Assessment in the General Taxation Area (GTA) in 2008-09 increased the values of properties in the General Taxation Area communities by approximately 60 percent, and by 57 percent in the hinterland, e.g. diamond mines and oil and gas installations. This was the result of updating construction costs from 1997 values to 2007 values as required under a General Assessment.



Note: Numbers for Municipal Taxation Areas (MTA) and Yellowknife are provided for comparison only. For the number of parcels assessed, there was only a modest increase of 1.3 percent from 2008 to 2010. This result was due to the fact that very few new properties were being assessed during this time period.



Note: Numbers for Municipal Taxation Areas (MTA) and Yellowknife are provided for comparison only. The total value of the assessed parcels increased by 28 percent between 2008 and 2010. This increase is due to the fact that a general assessment in the GTA and Hinterland area was performed in 2008 for the 2009 tax year.

Number of communities without a community plan; with dated community plans; with current community plans

- Eight communities have current General Plans and Zoning By-laws:
- Six communities General Plans and Zoning By-laws but they need to be updated;
- Two communities have current Land Use Plans;
- Twelve communities have Land Use Plans that need to be updated; and
- Five communities do not have any form of planning instrument in their communities.

Note: A General Plan and a Zoning By-law are planning instruments referenced in the *Planning Act*. Communities are not required to implement a General Plan or Zoning By-law, the requirement for which is discretionary. Some communities develop Land Use Plans, which are a simpler form of designating land use in communities. They are not adopted under the *Planning Act*.

As reported in the 2009-10 Annual Business Plan, there are 28 communities in the NWT that have community plans and zoning bylaws; however, most of them are outdated. The Department worked with Colville Lake in reviewing and providing advice on updating its community land use plan. MACA also provided advice to the Hamlet of Enterprise on its first ever General Plan and Zoning and assisted the City of Yellowknife with 12 amendments to its Zoning Bylaw.

Percentage of properties in the lands database with current mapping

The Lands Administration Division has aerial photography and mapping that was created in 2001 for all communities in the NWT. In 2007-08, the Department started a program to update its aerial photography. About 90 percent of the communities now have updated imagery that is used to support the Department's ATLAS geographic information system. The balance of the communities' imagery are being completed during 2010-11.

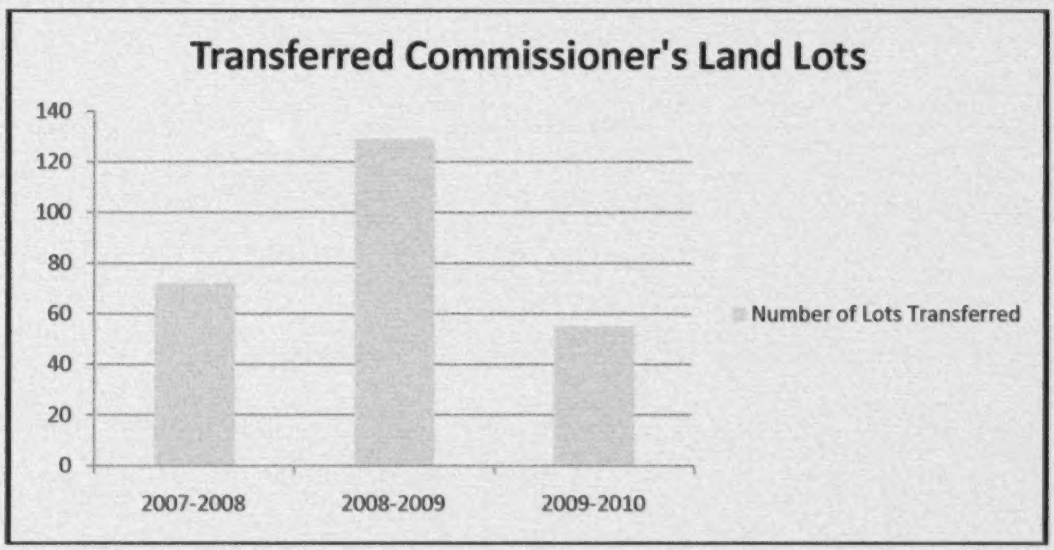
MACA completed work to legally describe parcels in the Inuvialuit Settlement Area that are being returned to the Commissioner as part of the implementation of the Inuvialuit Final Agreement. Extensive pre-implementation work to develop a survey plan for the transfer of land under the Déline Final Self-Government Agreement was also completed.

Number of lands administration applications received; applications in process; approvals provided (leases issued); rent reviews required/completed; surrendered

Reporting of the actual lease application and lease issuance activity is not available due to the ongoing work MACA is undertaking to finalize and implement an improved land database. Activity has leveled off now that the Affordable Housing Initiative has been completed. Conversion of leased parcels to full private ownership continues to increase. There is an increasing demand for land for commercial and industrial use. While the increase is not great, these types of leasing activities are more complex than a standard residential lease and take more time and effort to process.

Number of Commissioner's Land lots transferred

During 2008-09, a total of 129 parcels of Commissioner's Land were converted from a leasehold interest to fee simple title. This was an increase of approximately 110 percent over 2007-08. 55 lots were transferred in 2009-10. The majority of the land was transferred to community governments, but the trend for the public to convert leases to fee simple is on the rise. Activity to convert leasehold interests to fee simple title slowed during 2009-10 to 55 parcels. MACA expects that the number of fee simple transfers for 2010-11will increase by 20 percent over 2009-10, that for 2011-12 we will see a 30 percent increase over 2010-11 numbers, and then the activity will level out as we approach 2012-13 and 2013-14.



KEY ACTIVITY 6: SPORT, RECREATION AND YOUTH

Description

Through its Sport, Recreation and Youth division, MACA provides advice and assistance concerning recreation, sport, physical activity, youth and volunteer programs and represents the GNWT in its partnership with the NWT Sport and Recreation Council (SRC) and other stakeholders.

The Division is also responsible for ensuring that the Western Canada Lottery Program is implemented according to the associated legislation. The Minister approves the allocation of the proceeds from the lottery to various sport and recreation programs as recommended by the SRC.

Major Program and Service Initiatives 2011-12

Overall

The Department will continue support for proven and innovative youth leadership programs and implement a permanent youth ambassadors program that encourages participants to develop their leadership skills by volunteering in communities and with organizations.

Working collaboratively with other GNWT departments and key stakeholder groups, the Department will enhance its physical activity promotional efforts, particularly for target populations that are at risk.

MACA will assist the NWT Sport and Recreation Council in the implementation of its sport and recreation system strategic plan and evaluation framework to guide the development and implementation of programs and services for residents.

In order to integrate and streamline all existing youth programs, MACA will launch a new youth development strategy to improve the current level of programming with which to support youth in the NWT.

The Department will continue to work collaboratively with GNWT departments and NWT youth-serving organizations to maintain a youth website with which to provide a single window access point for NWT youth to GNWT programs and services.

Strategic Initiatives

MAXIMIZING OPPORTUNITIES - Action: Promote the NWT as a Place to Visit and Live

Description

Promote the NWT at the 2010 Olympics

MACA, in collaboration with other GNWT departments, Nunavut and Yukon, undertook activities aimed at promoting the NWT at the 2010 Olympic and Paralympic Winter Games (2010 Olympics).

Activity to Date

The Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) and the three territories signed a Memorandum of Understanding in 2007 on exploring opportunities for cooperation leading up to and during the 2010 Olympics and Paralympics. The MOU outlined eight areas of potential cooperation, including an opportunity for northern athletes to demonstrate traditional Dene and Inuit Games at the 2010 Olympic and Paralympic Winter Games, the development of a volunteer program for youth and opportunities for territorial artists and performers to showcase their skills.

MACA organized a variety of sport and volunteer activities including:

Torch Relays
The Department supported the Olympic Torch relay in Inuvik, Yellowknife, Dettah and N'dilo on November 4 and 5, 2009, including the participation of five NWT youth. The Department also supported an NWT athletes' participation in the start of the Paralympic Torch Relay in Ottawa on March 3, 2010.

Inuit and Dene Games Demonstrations
The Department supported the participation of 19 Dene and Inuit Games athletes and coaches at the 2010 Olympics and Paralympics. These youth volunteers demonstrated their unique northern games to visitors from around the world. The demonstration and promotion of Inuit and Dene Games also contributes to the implementation of the GNWT wide Traditional Knowledge Policy.

Youth Ambassador Program
The Department supported the participation of 34 youth as volunteers and ambassadors for the NWT at the 2010 Olympics and Paralympics.

Skilled Sports Volunteers
The Department supported the participation of three NWT residents selected by VANOC as skilled sport volunteers at the 2010 Olympics and Paralympics Winter Games.

The Department also supported the Aboriginal Sport Circle's delivery of the Right to Dream Program in most NWT communities. This project built on the excitement generated by the 2010 Olympics to encourage increased participation in sport and physical activity.

The participation of NWT Olympian Brendan Green in the 2010 Olympics was made possible in part through the High Performance Athlete Grant Program of the Department.

BUILDING OUR FUTURE - Action: Expand Programming for Children and Youth

Description

Youth Ambassadors Program

A permanent Youth Ambassadors Program will be developed in concert with other related Department initiatives to support implementation of the Youth Development Strategy, that is currently being developed.

Activity to Date

The Youth Ambassadors program has been in existence since 2007, although it has been event specific and not a permanent program. NWT youth ambassadors have officially contributed to the following events:

- 2010 Olympic and Paralympic Winter Games (Vancouver)
- 2009 NWT Volunteer Forum (Yellowknife)
- 2009 Northern Games (Inuvik)
- 2008 Arctic Winter Games (Yellowknife)
- 2008 North American Indigenous Games (Duncan, BC)
- 2007 Canada Winter Games (Whitehorse)

Planned Activities: 2011-12 and Future Years

The establishment of a permanent Youth Ambassador Program will expose participants to quality leadership development opportunities. The program will be based on the principle that a guided and structured volunteer experience at a major event can develop significant life and job skills and build the confidence necessary for youth to deal with many of the complex challenges in modern society.

The program will continue to engage youth from all NWT communities and include the involvement of traditional games. It will provide an opportunity to engage youth in community activities (e.g. schools) and to promote other GNWT initiatives, such as "Don't be a Butthead." A new program element will be the recruitment of alumni from previous Youth Ambassador Programs to take on leadership roles.

The schedule of supported Youth Ambassador projects will be determined in advance of each year depending on the events available and access to these by host organizations. An annual application process will be utilized based on the Department's experience to date.

BUILDING OUR FUTURE - Action: Expand Programming for Children and Youth

Description

Youth Centres

MACA supports core operations of community youth centres by providing a stable funding source so that community governments and community groups operating youth centres can recruit and train staff and operate a basic level of service for these facilities.

Youth Programs

MACA continues to provide funding to support a range of innovative and positive programs that benefit youth in the NWT.

Support for Multisport Games

MACA supports NWT participation in four multisport games: including the Arctic Winter Games, North American Indigenous Games and the Canada and Western Canada Games.

Activity to Date

Youth Centres

Many community youth centres must pay for staff and utilities before programming even starts. Most youth centres operate on an unstable base of grant funding from various sources and organizations that is often insufficient to offer new or innovative programming. In 2010-11, MACA provided funding to 34 community centres offering programming to youth. Each of these centres received $14,705 to support their programs.

Youth Programs

MACA delivers and supports a variety of programs targeted at youth through the NWT Youth Corps Program. These programs include: Take a Kid Trapping, Youth Ambassador Program, Northern Youth Abroad, youth forums, wilderness education programs, the Inuvialuit Outward Bound program and others.

Most of the pilot initiatives delivered though the Youth Corps Program have been well received by communities and youth. As such, the Department is providing stable multi-year funding for the most successful of these pilots. The Department continues to fund other Youth Corps programs on an annual basis

Support for Multisport Games

MACA commissioned an external consultant to undertake an extensive review of NWT participation in multisport games events to provide the Department and the GNWT with:

- a basis for assessing the appropriate level of investment in multisport games;
- an assessment of what benefits could be achieved as a result of the resources invested;
- an analysis of the existing management processes related to games participation; and
- recommendations on a more effective and efficient approach to multisport games participation and delivery.

The results of this report were used to ensure that dedicated funding is provided for multi-sport games.

Planned Activities: 2011-12 and Future Years

Youth Centres

MACA will continue to provide stable funding for community youth centres to improve local programming opportunities.

Youth Programs

In order to integrate and streamline all existing youth programs, MACA will launch a new Youth Development Strategy, to improve the current level of programming with which to support youth in the NWT. MACA will continue to review the NWT Youth Corps programs, and change focus if necessary, to ensure that youth programming remains relevant and appropriate.

Support for Multisport Games

MACA will continue to monitor the NWT's involvement in multisport games with a view to aligning investments with strategic objectives related to healthy living, community and economic development and related goals in the cultural, educational and justice areas.

REFOCUSING GOVERNMENT - Action: Strengthening Service Delivery in Rural and Remote Communities

Description

Regional Youth Officers

The establishment of three additional regional youth officer positions allows for increased support for youth programming, youth serving organizations and community governments. Regional youth officers are responsible for coordinating departmental youth initiatives with community and regional youth service groups, community government and Aboriginal organizations. They also take an active role in working with individual youth to provide information, advice and guidance on how they can access programs and services related to youth development.

Activity to Date

Three additional Regional youth officer positions were established in 2010-11. The positions are located in Fort Smith (South Slave Region), Norman Wells (Sahtu Region) and Yellowknife (North Slave Region). These three new positions complement two existing positions in Fort Simpson and Inuvik that focus on regional youth supports in the Dehcho and Beaufort Delta Regions.

Planned Activities: 2011-12 and Future Years

The Department will continue to provide youth development support through the five existing regional youth officer positions.

REFOCUSING GOVERNMENT - Action: Strengthening Service Delivery in Rural and Remote Communities

Description

Regional Youth Sport Events

The Regional Youth Sport Events Contribution (RYSEC) program provides annual support to youth sport events in each region giving priority to activities that assist rural and remote communities to improve their sport and recreation service, develop athletes and coaches and address the low levels of physical activity in the NWT. The program is intended to compliment and support athlete and coach development in smaller communities and encourage both the development of stronger local programming and access by these residents to higher level events like the Arctic Winter Games or Canada Games.

Activity to Date

Funding for this program was approved in 2010-11 and the Department developed a funding policy to guide the administration and implementation of the program.

Planned Activities: 2011-12 and Future Years

The Department will continue implementation of the program followed by an evaluation in 2012-13 to determine its effectiveness.

BUILDING OUR FUTURE - Action: Encourage Healthy Choices and Address Addictions

Description

Healthy Choices Framework

MACA, along with the Departments of Health and Social Services and Education, Culture and Employment, are continuing the implementation of the existing Healthy Choices Framework, and gradual enhancement of activities, as a cost effective investment in improving the health of NWT residents, and to reduce long-term health and social service costs. MACA anticipates that this initiative will encourage community governments to implement goals and strategies to improve the well being of their residents.

Activity to Date

The Healthy Choices Framework encompasses government wide strategies for health promotion and prevention to formalize collaboration and integration of healthy choices programming throughout the NWT. The Framework identifies the following key health and wellness areas: reducing high-risk sexual behaviors, tobacco harm reduction and cessation, prevention of addictions and injuries, and the promotion of physical activity, healthy eating and mental health.

In 2009-10, MACA, in partnership with the NWT Sport and Recreation Council, introduced an after school physical activity program to 18 schools in 14 communities. In 2010-11 the program has been expanded to an estimated 40 schools in 30 communities. The emphasis on after school programming was based on research showing that interventions in this critical window of time are more effective

because they provide programming in a typically unsupervised time period and reduce total screen time for children and youth.

The 2009-10, the after school physical activity pilot program was very successful with participation rates meeting or exceeding initial estimates and all programs reporting a high degree of satisfaction. With expansion of the program in 2010-11, MACA will continue to monitor participation rates and other factors affecting the overall rates of physical activity in children and youth.

Planned Activities: 2011-12 and Future Years

The Department will continue to support coordinated school centered physical activity projects under the Healthy Choices Framework in 2011-12, and plans the expansion of a community champions program and continued implementation of targeted physical activity projects for high risk populations.

BUILDING OUR FUTURE - Action: Enhance Support for the Voluntary Sector

Description

Support Volunteerism

MACA is implementing a volunteer development strategy to enhance support to the volunteer sector.

Activity to Date

In 2009, the Department co-hosted with the Department of Finance, the NWT Volunteer Forum to obtain valuable feedback in support of an updated 2010–13 Volunteer Support Initiative. The consultation process for the updated Volunteer Development Strategy is being undertaken in 2010-11. An updated Volunteer Organization Development Program will be established by re-profiling existing funding made available in 2010-11 with funding, approved as part of the 2010-2011 business plan, made available to support the training of volunteers across all sectors.

Planned Activities: 2011-12 and Future Years

MACA will continue to implement the 2010-13 Volunteer Support Initiative, which will include detailed actions to improve training opportunities for volunteers; promote the social and health benefits of volunteering; engage youth as new volunteers; and support the development of resources to complement these activities.

Four Year Business Plan Update

Results to Date

The Department successfully implemented sport and physical activity promotional programs to encourage more residents to achieve the related health benefits. Such successes include the delivery of the Get Active program as part of the Healthy Choices Framework, the introduction of the Right to Dream Program in partnership with the Aboriginal Sport Circle of the NWT (SRC) and an After School Physical Activity pilot program with the SRC.

MACA continues to advance youth priorities and leadership development through the delivery of the NWT Youth Corps and Youth Contributions Programs. Increased funding has contributed to successes in creating learning opportunities for youth in a variety of ways that include both traditional and non-traditional learning environments. The 2010 Olympic Youth Ambassadors and Inuit and Dene Games Programs also provided a significant youth leadership development opportunity.

In cooperation with the Department of Finance, the Department co-hosted the NWT Volunteer Forum to obtain valuable feedback on development of an updated 2010-13 Volunteer Support Initiative.

The Department completed an amendment to the Western Canada Lottery Regulations to change the licensee for Western Canada Lotteries to reflect the change in operations from Sport North to the NWT Sport and Recreation Council.

MACA completed a variety of 2010 Vancouver Olympic and Paralympic Winter Games projects in 2009-10 that focused on building youth leadership, physical activity, and sport legacy of the Games with community governments and partners.

Measures Reporting

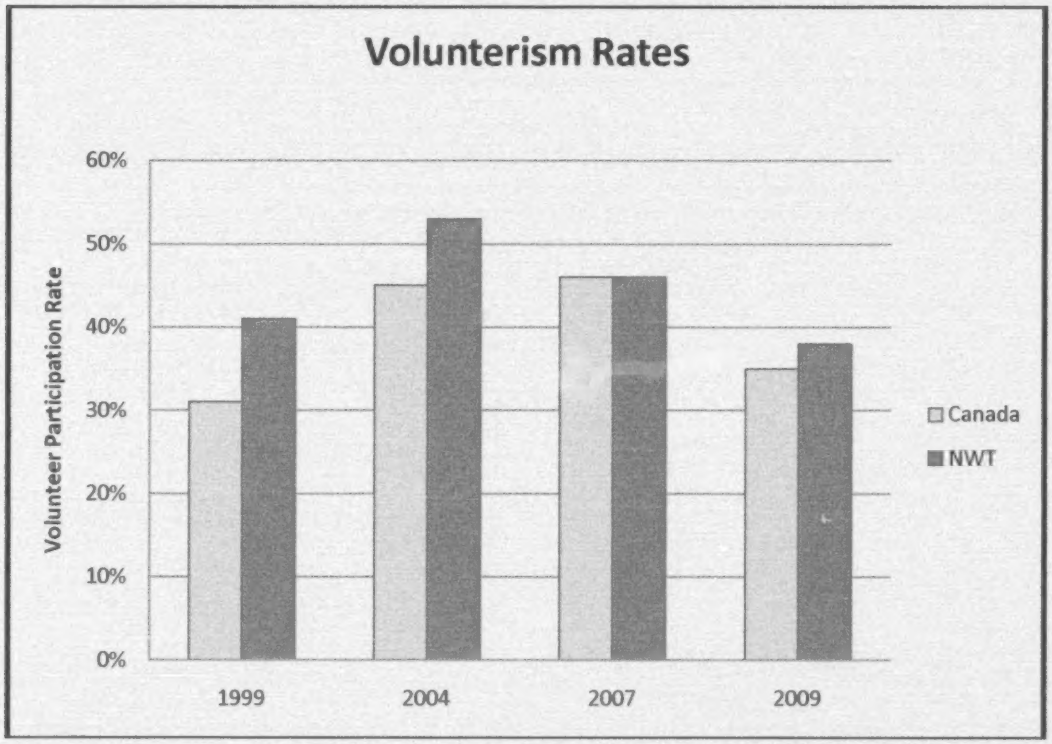
Rates of physical activity

As reported in the 2009-10 Annual Business Plan, the first ever physical activity rates for NWT children and youth were reported in 2008. An estimated six to eight out of every 10 NWT youth are not physically active enough to gain a health benefit. Using Canada's Physical Activity Guide for children and youth, this meant that 86 percent of NWT youth did not accumulate enough daily physical activity. In 2009, this improved by one percent, meaning that 15 percent of youth are now physically active enough to gain health benefits. For comparison, the 2009 Canadian rate was 12 percent.

Physical activity rates for adults have been tracked in the north (Yukon and NWT) for 2000, 2003, 2005 and 2009. Fifty percent of NWT adults are not physically active enough to achieve a health benefit.

Rates of volunteerism

Volunteer participation rates were measured in 1999, 2004 and 2009 in the NWT Community Survey. The following table compares volunteer rates of NWT and Canadian population aged 15 years and older.



Youth Programming

The Department is in the process of identifying measures to determine the effectiveness of youth programming.

KEY ACTIVITY 7: REGIONAL OPERATIONS

Description

Regional Operations are responsible for the coordination, delivery and implementation of the Department's programs and services to community governments. Regional staff are the point of contact for community governments and provide advice and support to communities and other stakeholders on a range of issues. They advise community governments on governance, administration, capacity building, budgeting, financial reporting and other activities to support the use of sound management and financial practices. They support communities in the development of community capital infrastructure planning, project management and the operation and maintenance of community infrastructure and equipment. They support healthy active communities, recreation, youth activities and volunteerism. They assist community governments with land administration and planning activities and administer leases for Commissioner's Lands. They support the development of local fire departments and participate in fire training activities, local inspections and investigations.

Major Program and Service Initiatives 2011-12

Overall

Regional staff are the front-line service delivery mechanism for all MACA's programs and services, and play an integral role in ensuring community governments receive support, information and advice in all areas of departmental activity. Regional offices are the first point of contact and play an important role in emergency response and preparedness at the community level.

Strategic Initiatives

MANAGING THIS LAND - Action: Continue to Develop Governance

Description

Land Administration Program Delivery

There are four land officer positions in MACA's regional offices, located in Inuvik, Norman Wells, Yellowknife and Fort Smith. These are term positions scheduled to sunset in March of 2011-12, however, these positions are being converted to indeterminate to ensure that the backlog of file breaches, lack of enforcement and policy inconsistencies can be addressed. As well, it is particularly important for the GNWT to address these longstanding land administration issues in order to demonstrate capacity and competence in managing lands and resources in anticipation of devolution.

Activity to Date

Work has been underway to address outstanding lands administration issues across the NWT, and to develop and implement a new policy and program framework to ensure the administration of Commissioner's Land is undertaken in a diligent, comprehensive, and responsible manner. Continued public attention to the trespass issue, and the increase in specific lands issues being raised by communities and other stakeholders, indicate that the public is no longer willing to accept an inadequate level of service in this area.

The land administration function performed by MACA is facing an increased demand for services across the NWT, while at the same time addressing both emerging and complex land management challenges such as attempting to manage land in unsettled land claim areas.

This strategic initiative does not have a fiscal impact on the 2011-12 Annual Business Plan. It provides for stable and permanent services by converting term positions into indeterminate positions.

Planned Activities: 2011-12 and Future Years

MACA must ensure that service delivery to the public is stabilized, and that strategies that are in the early or mid stages of implementation are continued on a number of land-related initiatives, including the following:

- continuing with the strategic direction of the Department to transfer Commissioner's Land to community governments;
- keeping pace with service demands from the public;
- providing the required resources to diligently inspect and enforce the terms and conditions of leases issued by MACA; and
- enforcing the provisions of the Interim Trespass Enforcement Strategy.

Measures Reporting

Since regional offices deliver all departmental programs and services, there are no separate measures for regional operations.

c) Infrastructure Investments

Activity to Date

The Department has completed the following projects that were on its 2009-10 capital plan:

- MRIF Bundled Water Treatment Plant Project.
- Nahanni Butte Gym

As part of the transition to community governments assuming responsibility for all aspects of capital planning and acquisition, the above projects were retained on the Department's capital plan because they were cost-shared between Canada and the GNWT under the Municipal Rural Infrastructure Fund Agreement. The Agreement expired March 2010.

Planned Activities – 2011-12

2011-12 will mark the fifth year that the GNWT has provided a stable funding base of $28 million for capital formula funding to community governments.

MACA is currently implementing the Infrastructure Stimulus Fund and the Building Canada Plan. Under these federal infrastructure funding programs, MACA enters into project specific funding agreements with community governments. The programs have differing eligibility, program design and reporting requirements, and MACA will continue its work to assist communities to fully access available funding. Community governments are using their capital formula funding received from the GNWT to cost-share the available federal funding, and are focusing on building capital projects identified as priorities by community residents.

MACA will continue its work to negotiate federal capital funding for community governments so that communities can maximize the capital funding received from the GNWT. MACA will also continue its work related to ensuring community governments have the necessary training and support to build their capacity to continue to construct new infrastructure and maximize the life of existing infrastructure.

d) Legislative Initiatives

Activity to Date

Planning Act

The Department is working with the Department of Justice to prepare a bill to revoke the *Planning Act* and replace it with new legislation (the *Community Planning and Development Act).* It is anticipated that a draft bill will be ready for introduction in winter 2010.

Local Authorities Election Act

A working group consisting of representatives from the Northwest Territories Association of Communities, the Local Government Administrators of the NWT and MACA developed and distributed a discussion paper to seek comments and recommendations from the public about reforming the legislation. MACA is working with Department of Justice to draft the amendments to this legislation and anticipates putting forward a bill in winter 2011.

Senior Citizens and Disabled Persons Property Tax Relief Act

MACA conducted a thorough review of the Act and has consulted with interested stakeholders, including tax-based community governments, relevant GNWT departments, the NWT Seniors' Society, the NWT Council of Persons with Disabilities, the Northwest Territories Association of Communities and the Local Government Administrators of the NWT on proposed legislative changes to the *Act*. MACA is reviewing the status of the analysis of potential amendments, and whether or not there is sufficient time remaining within the term of the 16th Legislative Assembly to proceed with a Legislative Proposal to revise the Act.

Cost of Credit Disclosure Act

The Department is working with the Department of Justice to develop new legislation to modernize and harmonize credit disclosure laws for consumers in the NWT. It is anticipated that the Bill will be introduced in the 2011 winter session.

Commissioner's Land Act

Four discreet amendments to the *Commissioner's Land Act* were passed. The *Act* now has provisions that limit the liability of the Commissioner when residents use Commissioner's land without permission, clarifies that the *Residential Tenancies Act* does not apply to leases of Commissioner's land, and clarifies roles respecting trespasses. The *Act* was also amended to make performance security mandatory for all leases of Commissioner's Land for commercial and industrial uses. New regulations are being drafted for an anticipated implementation of November 1, 2010.

Dog Act

In 2009, MACA issued a discussion paper on how to improve the *Dog Act*. MACA is working with Department of Justice to develop an amending bill for introduction in the fall of 2010. The amendments will include new protections for dogs, standards for treatment and increased penalties.

Settlement Act – A bill to revoke the *Settlement Act* will be introduced in the fall of 2010.

Municipal Statutes Amendments Act – A bill will be introduced in the fall of 2010 to make several minor amendments to the *Cities, Towns and Villages Act*, the *Charter Communities Act*, and the *Hamlets Act.*

Planned Activities – 2011-12

MACA anticipates passage of amendments to the following existing legislation:

- *Local Authorities Election Act*
- *Dog Act*
- *Settlement Act*
- *Municipal Statutes Amendments Act*

MACA anticipates passage of the following new legislation:

- *Cost of Credit Disclosure Act*
- *Community Planning and Development Act*

The Department is preparing a discussion paper that will be the basis for public and stakeholder consultation into a proposed full review of the *Commissioner's Land Act*. The public consultation phase is expected to be completed during the life of the 16th Legislative Assembly. The input received during the consultation phase will form the basis for a legislative proposal for consideration of the 17th Legislative Assembly.

e) Human Resources

Overall Human Resource Statistics

All Employees

	2010	%	2009	%	2008	%	2007	%
Total	113	100	114	100	135	100	138	100
Indigenous Employees	65	57.5	67	59	81	60	82	59
Aboriginal	36	31.8	39	34	44	33	46	33
Non-Aboriginal	29	25.7	28	25	37	27	36	26
Non-Indigenous Employees	48	42.5	47	41	54	40	56	41

Note: Information as of March 31 each year.

Senior Management Employees

	2010	%	2009	%	2008	%	2007	%
Total	13	100	13	100	16	100	16	100
Indigenous Employees	6	46.2	6	46	8	50	9	56
Aboriginal	3	23.1	4	31	4	25	5	31
Non-Aboriginal	3	23.1	2	15	4	25	4	25
Non-Indigenous Employees	7	53.8	7	54	8	50	7	44
Male	7	53.8	6	46	10	63	10	63
Female	6	46.2	7	54	6	37	6	37

Note: Information as of March 31 each year.

Non-Traditionnel Occupations

	2010	%	2009	%	2008	%	2007	%
Total	20	100	18	100	32	100	31	100
Female	5	25	4	22	5	16	6	19
Male	15	75	14	78	27	84	25	81

Note: Information as of March 31 each year.

Employees with Disabilities

	2010	%	2009	%	2008	%	2007	%
Total	0	0	0	0	0	0	0	0

Note: Information as of March 31 each year.

Position Reconciliation

This information differs from the employee information on the preceding page; human resource information reflects actual employees as of March 31 each year. The information presented below reflects position expenditures approved through the budget process for each fiscal year.

Active Positions

Summary:

	2010-11 Main Estimates	Change	2011-12 Business Plan
Total	115	1	116
Indeterminate full-time	115	1	116
Indeterminate part-time	-	-	-
Seasonal	-	-	-

Adjustments During the Year:

Position	Community	Region	Added/ Deleted	Explanation
Assessment Technician	Yellowknife	HQ	1	To provide for additional resources to ensure the assessment base is recorded accurately and within the timeframes stipulated in the *Property Assessment and Taxation Act.*

Other Positions

Summary:

N/A

	2010-11 Main Estimates	Change	2011-12 Business Plan
Total	-	-	-
Indeterminate full-time	-	-	-
Indeterminate part-time	-	-	-
Seasonal	-	-	-

Adjustments During the Year:

Position	Community	Region	Added/ Deleted	Explanation
-	-	-	-	-

Other Human Resource Information

One of the stated priorities of the Legislative Assembly is to "improve human resource management within the GNWT through training, career planning, and encouraging innovation by employees." To address this priority, the Department of Human Resources has launched a long-term human resources strategy for the public service entitled, *20/20: A Brilliant North*. Among other initiatives, this strategy provides a framework for the development of departmental human resource plans, including succession plans and affirmative action plans.

The tables below indicate statistics on departmental human resource activities with respect to summer students, interns and transfer assignments for 2010. The information is current as of August 2010.

Summer Students				
Total Students	Indigenous Employees (Aboriginal + Non Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
6	6	2	4	0

Interns				
Total Interns	Indigenous Employees (Aboriginal + Non Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
4	3	1	2	1

Transfer Assignments				
Total Transfer Assignments	Indigenous Employees (Aboriginal + Non Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
8	4	3	1	4

Activities Associated with Staff Training & Development

MACA's Employee Information Guidelines state that employees are entitled to one training event per year. These events are at the discretion of the employee and his/her supervisor, and range from one day seminars to education assistance agreements.

f) Information Systems and Management

Overview

MACA maintains an effective, efficient and economical information systems environment that supports the Department's efforts to carry out its mandated responsibilities. This includes ongoing identification of the Department's information systems needs and development of plans to meet those needs, the ongoing maintenance of Department systems and support for Department staff, and the development and maintenance of information management systems designed to support effective decision-making and program delivery.

The following is a listing of MACA's existing information systems.

- *Capital Projects Database* – provides data storage and retrieval for information on the Department's capital projects.
- *FDM System* – provides data storage and retrieval for information on all fires in the NWT.
- *ETEAM*-NWT Emergency Management System - this Operations Centre provides a base of operations for GNWT emergency operations to respond to emergencies or to support communities in responding to emergencies.
- *CAMAlot* - generates assessment rolls for the purposes of property taxation.
- *Lands Database* – provides data storage, retrieval, and production of land tenure documents for the Department's inventory of leased and vacant Commissioner's Land.
- *Administration of Territorial Lands Act System (ATLAS) GIS.* This database assists in maintaining an inventory of Commissioner's and other types of land within the NWT.

Planned Activities - 2011-12

The Department does not have any new information systems projects planned for 2011-12.

4. FUTURE STRATEGIC DIRECTION

In 2010-11, MACA implemented its 2010-15 Strategic Plan. Consistent with the Strategic Plan, the Department will support community governments in achieving their goals, priorities and planned approaches by helping to establish:

- strong communities through effective local governance; and
- financial policies, programs and partnerships that provide community governments with sufficient funding, resources and authority to deliver quality public services.

The Department will follow through on its commitments to undertake a progressive approach to communication and will continue to engage effective partnerships to support communities through:

- legislation, policies and procedures that are responsive to the changing needs of community governments and stakeholders;
- a comprehensive framework that guides communication within MACA and between departments and stakeholders;
- collaborative partnerships and integrated strategies that promote the delivery of quality public programs and services to support communities; and
- clear and consistent approaches supporting MACA staff in carrying out roles and responsibilities.

MACA's future strategic direction will include quality programs and services that are responsive to the diverse needs, responsibilities and priorities of communities and support best practices.

MACA will continue efforts to enhance the capacity of community staff through improved knowledge, skills and capacity training that will help establish confident, capable communities supported by knowledgeable and skilled community government staff.

The Department will also continue strong partnerships with a broad base of stakeholders to encourage healthy lifestyle choices with a focus on physical activity, youth and volunteer initiatives.